

## OFFICE OF THE CHIEF INFORMATION OFFICER

### REVISED FY 2001 AND FY2002 ANNUAL PERFORMANCE PLAN

Secretary's Memorandum 10-30, pursuant to the Clinger Cohen Act of 1996, established the Office of the Chief Information Officer (OCIO). The OCIO has primary responsibility for supervision and coordination within the U.S. Department of Agriculture (USDA) of the design, acquisition, maintenance, use, and disposal of information technology by USDA agencies. The mission of the OCIO is to strategically acquire and use information and technology resources to improve the quality, timeliness, and cost effectiveness of USDA service delivery to its customers.

OCIO has activities that are funded through the USDA Working Capital Fund (WCF). These activities, or cost centers, operate using a cost recovery method for services rendered.

This performance plan reflects changes that have been made to the OCIO Strategic Plan and previous performance plans. Management Initiatives 1 and 2 have been discontinued and are included under strategic goal 2. We have eliminated redundancies and improved the clarity of the organizational goals and the means by which they are achieved. It is anticipated that the Strategic Plan will continue to evolve as OCIO examines its role in, and the methods for, providing sound information technology guidance in USDA.

The General Accounting Office and the Office of the Inspector General have identified two major management challenges for OCIO: Telecommunications and Information Technology. The corrective actions for the telecommunications management challenge is being reported under Goal 1 – Objective 1.2 and corrective actions for the information technology management challenge is being reported under Goal 3 – Objective 3.2.

**Goal 1:** Enhance Customer Service and Operational Support

**Program Activity:** Office of the Chief Information Officer – National Information and Technology Center

Funding Source (in thousands of dollars)	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Funding (WCF)	\$49,506	\$48,295	\$51,778	\$53,010
FTEs (WCF)	169	169	175	175

**Objective 1.1:** Be a leading, innovative technology organization, experienced in providing quality and cost effective services for centralized and distributed computing, and applications support. These activities are financed through the Departmental Working Capital Fund (WCF).

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Support the USDA Enterprise architecture: Computing platforms with web interface				

Security Improvements	70% 6	100% 7	100% 5	100% 5
Develop new services and increase our customer base for existing services:				
Revenue increases for new services	9%	4%	5%	5%
New business proposals submitted	13	8	10	10
Improve customer service quality				
Employees trained	98%	86%	87%	88%

### **Discussion of Annual Performance Goals:**

The annual performance goals shown are not all- encompassing; however, they are the most important goals for the OCIO WCF activities. The five-year strategic plan for the OCIO WCF activities, provides an overview of the strategic direction for all OCIO WCF activities. Following is a discussion of each annual performance goal:

Support the USDA Enterprise Architecture (EA): The USDA EA is a blueprint for the USDA computing and telecommunications environment. NITC has a significant role in the operation and maintenance of the existing USDA architecture, and is committed to providing an open environment that will facilitate the transition to the future environment. NITC will develop and offer the expertise necessary to assist the OCIO in migrating the USDA to the new architecture. Every organizational unit of NITC will play a key role in migrating from the current to the future Enterprise architecture.

Improve Customer Service Quality: We must make our commitment to customers highly visible through an aggressive approach to problem resolution, improved technical communications, a centralized help desk (customer service center), and the development of good customer service skills. Those capabilities must be evident in all staff, including clerical, administrative, and operations personnel.

Develop New Services and Increase Customer Base for Existing Services: For NITC to remain a growing and viable organization, we must anticipate and respond to the changing IT requirements of Federal agencies. We must position NITC to offer new services, and to attract new customers to our existing services. NITC should strive to develop an organization that solves business problems by partnering between locations and leveraging its core operations and applications development competencies to deliver a wide range of IT services. This would allow the two NITC working capital fund activities to share a well-balanced and common customer portfolio comprised of many USDA and other Federal agencies.

**Means and Strategies:**

These activities are funded through the WCF, a cost recovery mechanism that allows service providers and customers to take advantage of its reimbursement and investment characteristics to obtain goods and services at the lowest possible unit cost. To achieve the annual plan will require continual support of the customers of these activities. Additionally, it will require that all OCIO WCF activities, in concert with the Chief Information Officer, work with customers to develop budgets consistent with their ability to pay, and expectation of future benefits.

**Verification and Validation:**

The effectiveness of the improved customer service quality strategy will be measured through direct interviews with customers and employees. Performance baselines have been developed and performance indicators will be monitored.

**Program Activity:** Office of the Chief Information Officer – Telecommunication Services

Funding Source (in thousands of dollars)	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Funding (WCF)	N/A	N/A	\$20,694	\$24,898
Funding (Appropriated)	N/A	N/A	\$1,617	\$1,617
Funding (Y2K Supplemental)	\$8,820	\$3,470	\$435	\$0
Funding (WCF MOAS)	\$66	\$92	\$88	\$88
FTE – (WCF)	N/A	N/A	47	47
FTE – (Appropriated)	8	8	9	9
FTE – (WCF MOAS)	.5	.5	1	1

**Objective 1.2:** Telecommunications Service Delivery

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Percent of USDA Agencies transitioned to the FTS2001 Long Distance Service Provider	15%	79%	100%	Complete
USDA Universal Telecommunications Network: <ul style="list-style-type: none"> <li>Develop Strategic Plan</li> <li>Implement Universal Telecommunications Network</li> </ul>	N/A N/A	85%	100% 32%	100%
Improve performance of existing network through enhanced network management capabilities Percent of reduction on average utilization of network capacity	N/A		85%	65%
Strengthen security by configuring USDA				

Internet access points in accordance with Departmental security standards				
Percent of access points in accordance	N/A	75%	100%	Complete

**Discussion of Annual Performance Goals:** USDA continues to transition long distance services from the FTS2000 service provider to the FTS2001 provider. OCIO had originally forecasted that the majority of the USDA transition would be completed by Sept. 30, 2000 with a fallback transition deadline date of Dec. 6, 2000 to coincide with the expiration of the FTS2000 contract. Several key issues have contributed as impediments to USDA's transition: (1) lack of coordination between AT&T and Worldcom, (2) AT&T disconnect orders not being processed, and (3) the local Verizon strike. The General Services Administration (GSA), responsible for the award and oversight of both the FTS2000 and FTS2001 contracts, has recognized that a number of situations has hindered the forward progress of the government-wide transition effort. GSA is currently negotiating with the FTS2000 service provider on a new contract that encompasses all services for all agencies for a six-month period. OCIO anticipates that the transition will be completed in FY 2001.

The Universal Telecommunications Network (UTN) project has received Executive Information Technology Investment Review Board (EITIRB) approval and was ranked as the Department's second highest priority in the USDA administrative investment portfolio. During FY 2001, OCIO will finalize the business requirements study for the UTN and begin the investigation of appropriate network management tools, including encryption tools, for the UTN. The development of a Network Management and Coordination Center that will provide network operational and security troubleshooting functionality will also be initiated.

Utilization of the existing network backbone has been increasing at an exponential rate over the past few years. OCIO has expanded the circuit bandwidth sevenfold with only a fourfold increase in costs since 1998. OCIO will be actively monitoring network utilization in order to predict trends and increase bandwidth accordingly. This action will result in a reduction of the percentage of average utilization of network capacity in the future.

Firewalls and Intrusion Detection Systems (IDS) have been installed at all of the existing Internet Access Nodes: Washington, D.C., Fort Collins, CO, Kansas City, MO, Albany, CA, Portland, OR, and St. Louis, MO. As additional nodes are approved, identical security measures will be installed.

**Means and Strategies:** Telecommunications operations management is funded through the Working Capital Fund (WCF). This includes funding for the UTN as well as funding to improve the management of telecommunications services and equipment. After a rigorous capital planning evaluation process in FY 2000, the EITIRB approved the UTN concept. OCIO requested \$4.5 million in FY 2001 to fund the UTN initiative, and \$8.2 million for the UTN in the FY 2002 budget.

Telecommunications policy management is funded through direct appropriations. The policy component ensures Department-wide telecommunications policies are developed and integrated into the telecommunications decision-making process. Security of voice communications is also a priority. OCIO is developing strategies to transition from Secure Telephone Units (STU-IIIs) to Secure Terminal Equipment and has requested funding in FY 2002 to initiate a three-year phased transition process.

**Verification and Validation:** A condition of the EITIRB=s approval for the UTN project is the ongoing involvement of the agencies via a series of go/no go decisions with the newly established Telecommunications Advisory Council (TAC) and the EITIRB. The WCF has approved the funding request for the UTN in FY 2001 with a Ahold@ placed on \$900,000 until the design of the UTN is approved. The UTN will be implemented in phases with agency feedback and involvement in each of the critical phases of: business needs identification; architectural/network design; acquisition strategy; implementation; and operation of the UTN. Concurrence by the TAC, which is comprised of CIO=s or program officials from each of USDA=s mission areas and other selected representation, is required before the start of a new phase.

The OCIO monitors the progress of the FTS2001 Transition via network usage reports available from USDA=s network service provider, Worldcom, through the Fort Collins, CO office. OCIO also receives status updates from GSA at the monthly Transition Task Force meetings.

In FY 2002, OCIO has requested funding for a telecommunications management review, evaluation, and guidance program to assure that USDA realizes the value and return on its telecommunications investment. This program will enable USDA to monitor and assess its telecommunications program, evaluate decisions and compliance with policy, provide guidance for the Department as a whole, and implement corrective actions when gaps are identified.

## **Goal 2: Information Technology Capital Investments and Information Technology Workforce**

**Program Activities:** Chief Information Officer

<b>Funding Source (in thousands of dollars)</b>	<b>FY 1999 Actual</b>	<b>FY 2000 Actual</b>	<b>FY 2001 Estimate</b>	<b>FY 2002 Estimate</b>
Funding	\$2,727	\$2,722	\$3,666	\$3,666
MOAS (WCF)	69	92	89	89
FTE	23	32	35	35
FTE (MOAS)	.5	1	1	1

**Objective 2.1:** Ensure IT investments are managed and deployed effectively.

<b>PERFORMANCE GOALS AND INDICATORS</b>	<b>FY 1999 Actual</b>	<b>FY 2000 Actual</b>	<b>FY 2001 Estimate</b>	<b>FY 2002 Estimate</b>
Enhance the CPIC process by increasing use of USDA's I-TIPS				
Percent of major and significant systems Utilizing the full range of CPIC tools and methods	5	20	35	35

**Discussion of Annual Performance Goals:** Based on OCIO guidance, USDA agencies have begun using the Information Technology Investment Portfolio System (I-TIPS) to manage their IT investments. All major and significant systems are reported via I-TIPS to OCIO and to the Office

of Management and Budget. All agencies are using basic I-TIPS capabilities to report general and financial information regarding their investments. However, I-TIPS has additional capabilities for management and reporting on investments. These include reporting for performance measures and reporting progress against cost and schedule milestones. To achieve real benefit from I-TIPS and from IT Capital Planning, OCIO will work with agencies to increase the scope of their project management activities and the quality of the data reported via I-TIPS.

**Means and Strategies:** Some additional progress can be made in this area by providing more staff resources to work directly with agencies. However, much of the potential for better data and increased understanding of the requirements of good capital planning are dependent upon supplemental tools to improve agencies data concerning return on investment for IT, risk assessments for IT, and mission-related performance measures for IT. Such tools will improve consistency of process and validity of data, as well as the understanding of risk, performance measurement and ROI concepts across the Department.

**Verification and Validation:** Increased use of I-TIPS is verified and validated by OCIO oversight. Improvements in quality of data will be validated by OCIO staff, contract staff retained to assist in investment review, and through feedback from the Office of Management and Budget.

**Objective 2.2:** Develop an Adaptive Enterprise Architecture

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Increase number of corporate projects and information systems				
Percent of duplicate systems eliminated	5%	5%	5%	5%
Increase use of commercial-off-the-shelf products				
Percent of increase use of COTS	15%	15%	15%	15%
Increase number of enterprise/master contracts				
# of new/or renew enterprise/master contracts	1	2	5	8

**Discussion of Annual Performance Goals:** In general, USDA agencies have operated independently to address their respective information and technology needs, resulting in a broad array of disparate technical solutions across the Department. While the variety of agency missions suggest the need for a certain level of agency autonomy in IT decision making, there are many areas where leveraging resources and technologies to implement related business processes can result in cost savings and improved efficiencies. USDA's Enterprise Architecture (EA) provides a corporate view of and direction for USDA's information and technology assets. USDA will focus on three areas for achieving its Enterprise Architecture. These areas are eliminating duplicate information systems, increasing the use of COTS, and increasing the number of enterprise/master contracts.

**Means and Strategies:** OCIO will work with USDA agencies to create an awareness of USDA's current information systems and technology asset base. OCIO use and update its EA information systems and technology inventories to evaluate its progress, analyze changes, and determine the change.

**Verification and Validation:** OCIO will validate its progress based on changes in its baseline information systems and technology inventories. USDA's information systems and technology asset base will be updated using Internet-based survey tools.

**Objective 2.3:** Improve IT Workforce

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Develop a baseline that will describe specific characteristics of USDA's IT workforce and make projections for the future Percent complete	N/A	N/A	100%	Complete
Distribute and market federal IT core competencies Develop IT skills assessment model based on competencies	N/A	N/A	100%	Complete
Complete USDA IT skills assessments	N/A	N/A	N/A	100%
Develop IT Workforce Plan	N/A	N/A	50%	100%

**Discussion of Annual Performance Goals:** OCIO has successfully completed development of the baseline description of the IT Workforce. Work will now focus on inculcating the federal IT core competencies into USDA's business. During 2001, we will distribute the competencies to all USDA agencies, and develop a skills assessment model that is based on those competencies. The goal is to use the model (and the underlying competencies) to make decisions regarding career paths, training and employee development.

**Means and Strategies:** OCIO will continue to work closely with OHRM and other HR staff within USDA. Success is dependent upon a close working relationship with those groups. OCIO will also maintain knowledge of other agencies' activities and best practices through the Federal CIO Council's IT Workforce Committee. Dissemination of information will take place through existing councils. Development and completion of skills assessments will involve contract support.

**Verification and Validation:** Each of the milestones mentioned above is discrete. Completion will be evident and verified internally.

**Objective 2.4:** Ensure the Civil Rights of all

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Provide Civil Rights training for all employees: Percent of employees trained in Civil Rights	100%	100%	100%	100%
Provide ethics management training for all employees:				

Percent of employees trained in ethics management	100%	100%	100%	100%
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**Discussion of Annual Performance Goals:** The achievement of these performance goals supports USDA's Goal 5, Objective 5.1: Ensure that USDA provides fair and equitable service to all customers and upholds the civil rights of its employees. To provide excellent service to the customer and to meet the OCIO goals, each OCIO employee must be given the opportunity to continually improve his or her individual quality of work and effectiveness. Further, each individual must be treated fairly and equally. This ongoing goal will ensure that employees are continually exposed to new and improved quality business practices and at the same time, are valued and respected. This improved working environment will increase the level for employee morale.

**Means and Strategies:** OCIO will continue to recruit employees from all sectors and hire the most qualified applicant. OCIO will ensure that all decisions related to personnel actions are in concert with the Department's civil rights compliance and enforcement functions, and that individuals are treated with the respect they deserve. The success of the OCIO goals depends upon an energized, quality workforce where civil rights are followed. Resources necessary to accomplish this initiative will be covered in the overall funding and FTE of the OCIO goals.

**Verification and Validation:** The effectiveness of civil rights and conflict management training will be measured through employee feedback and through a reduction in the number of formal complaints filed.

**Goal 3:** Effective Stewardship through Enterprise Program Management

**Program Activity:** Office of the Chief Information Officer

Funding Source (in thousands of dollars)	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Funding (Appropriated CCE)	0	\$12,500	\$59,500	\$59,500
Funding (Appropriated )	0	0	\$599	\$599
Funding (Reimbursements)	\$250	\$10,650	\$11,680	0
Funding (MOAS)	\$67	\$92	\$89	\$89
FTE (Appropriated CCE)	2	2	0	3
FTE (Appropriated)	0	0	2	2
FTE (Reimbursements)	0	0	3	0
FTE (MOAS)	.5	.5	1	1

**Objective 3.1:** Promote Transformation through E-Government

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Transformation to a fully integrated e-government environment Percent of on-line transaction, including Electronic signature implemented	N/A	N/A	20%	75%



**Discussion of Annual Performance Goals:**

In response to public expectations, Congress and the President have mandated a major transformation in the way government serves citizens. The Government Paperwork Elimination Act (GPEA) of 1998 and the Freedom to E-file Act of 2000, among other legislation, require USDA agencies to make information and services available electronically by 2002/2003. Although computer technology is making it possible, E-government is primarily about changing the way USDA does business. At the request of the Secretary, each mission area has appointed a senior program leader to work with the Department's E-Business Executive and OCIO to develop plans to implement GPEA and Freedom to E-file. Guiding E-government's direction at USDA presents significant challenges for Department's programmatic leaders as well as the Information Technology Community. These include:

- **Managing change** to E-government while maintaining existing program models;
- **Prioritizing** E-government initiatives;
- **Reengineering** USDA's business processes;
- **Providing funding** for E-government within existing budgets;
- **Building** a secure, reliable, web-based infrastructure capable of delivering programs 24/7/365.

**Means and Strategies:**

In October 2000, USDA agencies submitted their first GPEA plans. These plans focus on three areas: Collections Under the Paperwork Reduction Act, Interagency Reporting Requirements, and High Risk Transactions. OCIO used a web-reporting application and database for agency reporting. During FY 2001, this application will be integrated with the Information Collection database to facilitate tracking of agency e-government initiatives. Agencies will be required to report quarterly on their progress on transforming effected program areas. It is also anticipated that OMB will require periodic progress reports.

**Verification and Validation:**

Agency progress will be validated through GPEA reporting and analysis of these reports, Information Collection packages submitted showing electronic information collection, discuss with agencies, and through the information technology budget process.

**Objective 3.2:** Implement the Information Technology Infrastructure for USDA Service Center Modernization Initiative

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Develop and implement a common computer environment infrastructure for USDA Service Centers which includes the whole package of hardware, software, security, websites, telecommunications and databases, but excludes the development of applications				

Percent of workstations deployed	74%	86%	100%	Complete
Percent of FSA Connectivity solution deployed			100%	Complete
Percent of network servers deployed			100%	Complete
Percent of application servers deployed			100%	Complete
Number of common Service Center Agency web farms implemented			3	Complete
Enhancements to web farm security, Services and connectivity				100%
Number of Service Center agency data Warehouses implemented			2	Complete

#### **Discussion of Annual Performance Goals:**

On March 8, 2000, the Deputy Secretary assigned direct management oversight and implementation of IT component of the Service Center Management Initiative (SCMI) to the Office of the Chief Information Officer. This effort includes developing and implementing the strategy for achieving a single information technology infrastructure to support the modernized business activities of the USDA county-based agencies.

#### **Means and Strategies:**

OCIO has moved aggressively to improve overall management of the project. Major activities include the following:

- **Management Structure.** In April 2000, OCIO established an Information Technology Working Group (ITWG) to coordinate day-to-day IT Modernization activities, chaired by a Senior Executive from OCIO. The ITWG includes the Chief Information Officers (CIO's) from the three Service Center agencies, agency team leaders from the nine IT teams, the Executive Director of the NFAC, representation from employee unions and associations, and representatives from local soil conservation districts and State Conservation agency partners.
- **Blueprint Vision.** A clear, easily understood and relatively concise vision document for SCMI-IT has also been developed that clearly articulates why SCMI-IT is needed, what is planned, how it will be done, when it will be done, what benefits it will provide and how much it will cost. This blueprint represents the common IT vision of the Service Center agencies and will guide all implementation efforts.
- **Integrated Project Plan.** An integrated project planning approach has been implemented bringing together each of the individual IT project plans. The integrated project plan highlights milestones, deliverables, dependencies, risks, etc. and provides a tool for effectively monitoring and evaluating progress.

**Congressional Relations and Support.** OCIO has worked intensively with a broad range of Congressional committees and staff to brief them on SCMI-IT. As a result, Congressional concerns regarding the management of the program and the risks of providing appropriations to support it have largely been addressed.

**Verification and Validation:** Quarterly status reports are provided to Congress, the Deputy Secretary and Agency Heads on the accomplishments of this project in meeting the goals for the Department.

**Goal 4: Develop, Implement and Maintain a Secure and Confident IT Environment While Protecting Privacy**

**Program Activities:** Chief Information Officer

Funding Source (in thousands of dollars)	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Funding (Appropriated)	0	\$900	\$4,379	\$4,379
Funding (MOAS)	0	\$92	\$89	\$89
FTE (Appropriated)	0	9	23	23
FTE (MOAS)	0	0	1	1

**Objective 4.1:** Ensure USDA agencies have identified security vulnerabilities and implemented strategies to mitigate them.

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Provide policy, guidance and training to strengthen USDA information security to all USDA agencies. Evaluate all mission critical information systems and identify all vulnerabilities. Develop mitigation plans for vulnerabilities discovered through formal threat assessments.				
Percent of USDA critical information systems evaluated	N/A	10%	50%	100%
Percent of mitigation plans developed for vulnerabilities discovered through formal threat assessments	N/A	N/A	25%	75%

**Discussion of Annual Performance Goals:** Comprehensive and thorough security threat assessments of USDA's information assets must become an integral part of IT management within the Department. OCIO will begin a campaign to institutionalize IT risk management as a standard component of USDA's technology investment and management strategy.

**Means and Strategies:** Contract support is required to develop a risk assessment methodology, issue guidance, conduct training, and work directly with OCIO and the agencies to conduct risk assessments. Agencies will be responsible for conducting and funding agency risk assessments and providing the results of those risk assessments to the Central Cyber Security Program Office. Risk assessments and subsequent data analyses will form the basis for the decision-making process required to protect USDA's critical cyber infrastructure, identified under Presidential Decision Directive 63.

Program and information technology officials will work together to ensure accountability needed for short-term risk/threat identification and long-term mitigation. Contract support will be required for analyzing and synthesizing the results of the agency risk assessments from a Departmental perspective, including cost-benefit analysis and developing risk mitigation strategies.

**Verification and Validation:** The effectiveness of the risk management strategy will be measured through feedback from function managers and their awareness of threats and threat mitigation, as well as through independent and oversight reviews of agency self-assessments

**Objective 4.2:** Develop and implement an information and telecommunications security architecture.

PERFORMANCE GOALS AND INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Assess proposals, review agency policy and guidelines, define and manage network connections, install firewalls and secure all dial-in communications to the USDA network. Develop policies and guidelines that provide agencies with security standards and repeatable procedures that ensure information assets remain safe and available.				
Establish security architecture baseline (percent complete)	N/A	N/A	50%	100%
Install firewalls and secure all dial-in communications to the USDA network (percent complete)	N/A	25%	50%	100%
Define USDA Security Architecture (percent complete)	N/A	N/A	25%	100%
Implement Configuration Management Controls (percent complete)	N/A	N/A	25%	100%

**Discussion of Annual Performance Goals:** The security framework is an essential part of information protection. Here, the security objective is to design and implement a flexible security architecture encompassing all of USDA. This framework will ultimately provide a corporate network with a secure backbone. The structural design will be adaptable and easily permit the introduction of new technology, products, and capabilities. Access protection for open systems, closed (limited access) and sensitive systems is based on the common premise of "need to know" and no access unless specifically granted. The security architecture addresses broad topics and serves to build a common level of understanding and a common framework for design and implementation.

**Means and Strategies:** The OCIO has earmarked \$2.3M for the design and implementation of a comprehensive security architecture. Prior to contract award, an assessment will be performed for industry "best of breed" technologies. The design phase will determine Public Key Infrastructure (PKI), Virtual Private Network, and Shared Secret strategies. A research and development program

will be included. Once the architecture is built, PKI and VPN solutions will be implemented. Based on the highest priority areas of interest, a Departmental encryption solution will be determined followed by an interim policy. To start this process, the OCIO plans to devise a Federal Network Service pilot encryption program to broaden the scope beyond its present emphasis on data encryption.

Architecture design and implementation will require direct and continued involvement of senior management to ensure that networks and systems are operated and maintained with best (security) practices incorporated at all stages of operation. I will be incumbent upon agencies to identify the vast array of data and information they currently hold and define service center and telecommunications requirements.

**Verification and Validation:** OCIO's Cyber Security Program Office's strategy includes aggressive oversight reviews of Departmental cyber security controls. This will include analysis of system configuration and security device settings, as well as policies and procedures. In addition, a Configuration Management Program will be implemented to instill the necessary rigor to ensure security controls and mechanisms remain appropriate and current.